

VENTURA COUNTY

A Program Design For The Regional Planning Program

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VENTURA COUNTY
REGIONAL PLANNING PROGRAM
PROGRAM DESIGN STUDY

Prepared for the

ENVIRONMENTAL RESOURCE AGENCY
VENTURA COUNTY
Ventura, California

By

SEDWAY/COOKE
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In Association With
McDONALD & SMART, INC.

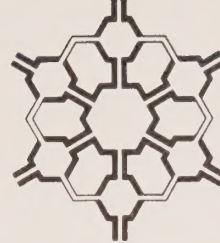
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Assisted by the

VENTURA COUNTY PLANNING DEPARTMENT

June 16, 1975



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June 16, 1975

Honorable Chairman and Members
Board of Supervisors
County of Ventura
Ventura, California

Gentlemen:

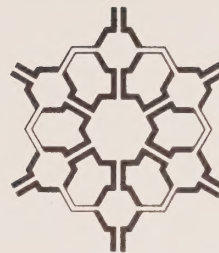
We are pleased to submit herewith our proposed program design study for the Regional Planning Program, prepared pursuant to our agreement of April 29, 1975.

In the course of this short study, we sought to diagnose the major issues and problems with which an effective regional planning program must deal. Equally important, we attempted to identify the objectives and scope of the five related studies which must, if they are to be effective, be related one to another. Such an interagency and, hopefully intergovernmental, effort should lead to better policy, but at a minimum it will result in significant economy of effort.

We recommend that the Board set this program design for public hearing throughout the County, and most desirably, in each city. After this input and any modifications from the related programs, the Board should move quickly to adopt this or a suitably modified program design, and initiate work under it.

We are grateful for the assistance given us in our work by the Environmental Resource Agency and the Planning Department, particularly Thomas Berg, as well as Rocky Wakefield and Mike Armstrong. M. L. Koester and Victor

Ventura County Board of Supervisors
June 16, 1975
Page Two



Husbands provided beneficial insights at key junctures. Other County, city, VCAG, and district officials and staff, and other citizens of the County were most helpful and generous.

Very truly yours,

SEDWAY/COOKE

A handwritten signature in dark ink, appearing to read "Paul H. Sedway". The signature is written in a cursive, flowing style with a long, sweeping tail that extends to the right.

Paul H. Sedway, AIP
Principal

Attachment

/del

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APPROACH TO PROGRAM DESIGN

INTRODUCTION

Planning is a widespread activity not lodged solely in "planning agencies". The scope of planning has broadened to include most aspects of governmental activity. Similarly, the number of participants with a concern for the future has expanded. These are matched by a "new mood" about the land and the way it should be used.

These changes are highly evident in Ventura County, California. That county and its cities have a unique opportunity to preserve and enhance a special quality of life, while still ensuring improved public services and a strengthened economy. The many "planning agencies" involved range from the Environmental Protection Agency at the federal level to several small municipalities at the local level. There is also a special interest in an enlightened form of decision-making - "regional" planning. At the same time there is a proper concern that, wherever possible, local and county-wide planning decisions be made by local officials.

The Regional Planning Program Design Study began in response to an initiative of the Ventura County Board of Supervisors. At the outset, the program was intended solely to respond to anticipated federal and state mandates regarding the regulation of indirect or complex air pollution sources. On November 12, 1974, the Board of Supervisors approved a general work plan for the Indirect Sources Program. That program was proposed to meet the Air Quality Maintenance Planning requirements of the Clean Air Act of 1970, and subsequent Environmental Protection Agency guidelines.

As is often the case, once that separate response was scrutinized, it became quite clear that solutions to the County's air pollution problem, and for that matter solutions to other pollution, natural resource, and environmental quality problems, lay in comprehensive and regional planning and growth management. It then seemed more logical to devise an overall work program addressed not only to air quality maintenance efforts but also to water quality issues, problems of jurisdictional boundary planning, transportation planning, and, most critically, the ongoing land use planning effort. In short, the program expanded horizontally to subsume many related elements, and vertically, to cover other involved governmental levels. It expanded also in a third crucial dimension to relate to specific ongoing programs and program mandates.

THE MUTUALITY OF GOALS

The challenge this new effort poses is enormous, but the opportunities it raises are equally significant. The foremost opportunity is for new and cooperative planning endeavors among five involved levels of government: federal, state, County, districts and cities. The mutuality of need and potential for reciprocity are abundant. Ventura County, its constituent cities and the Ventura County Association of Governments are all now working cooperatively to achieve common goals. Those goals which have been readily identifiable include the following:

- (1) assure that the type, location and intensity of urban development is sound, in accord with planning policy, and economically, socially and environmentally beneficial;
- (2) preserve the unique natural environment of the County and, where possible, enhance the quality of those environments;
- (3) improve the provision and efficiency of governmental services and programs, and make them available to the optimum number of persons who can benefit from them; and
- (4) coordinate the expansion of public facilities with land use and growth policy.

To achieve these goals the consultants undertook to evaluate the corresponding planning needs and opportunities, while, at the same time documenting and responding to the various state and federal mandates. This was done by documentary research and interviews with about 50 public officials and individuals and input from a public workshop. This in turn led to a set of substantive tasks for specific work program elements, a subsequent reconstitution to relate the tasks to ongoing work and recommendations for a management system to undertake the study.

CRITERIA FOR PROGRAM FORMULATION

Explicit criteria were used by the consultants in devising program options:

- (1) The program should acknowledge and respect existing responsibilities for land use decision-making and for other new planning responses by the respective agencies.
- (2) The program should be comprehensive, so that various portions do not conflict with one another and are regionally and sub-regionally supportive and consistent.

- (3) The program should build upon the substantial amount of data collection and policy formulation already accomplished in the County.
- (4) The planning program design should allow for later modification. The result of this work program study should be updated regularly.
- (5) The planning program must encompass all relevant problem areas, going beyond the physical and environmental to urban development needs, economic and social improvement and public facilities.
- (6) The planning program design should provide a means by which studies are directed to policy-making and decision-making; hence, policy should be re-fined increasingly and made more relevant to officials.
- (7) The work presently underway in related programs should be coordinated. Clearly, it will never be possible or probably even desirable to accommodate all the diverse forms of planning activity into a single, neat, unified program. Yet the mutual interactions and overlaps must be acknowledged and the programs designed to avoid duplication, conflict and gaps.
- (8) The planning program should consider the needs for actual implementation. A clear-cut commitment and general recognition of means by which the planning policies are to be carried out is essential. In the absence of such acknowledgment, the work program becomes largely academic, and the follow-on actual work becomes not only academic, but exceedingly wasteful.
- (9) It is imperative that the planning program devised meet the felt needs of the citizens of the County, as reflected in their elected governing bodies and other groups. To the extent the program does not remain responsive to the public's concerns, it will quickly fall into disrepute.
- (10) The planning program must at the outset fully meet explicit legal and legislative requirements for planning, and be so phased that the more urgent needs are met most quickly.
- (11) The program should proceed systematically, occasionally "feeding-back", reiterating some steps and achieving increasing refinement, to avoid premature detail and obsolescence.
- (12) The program should produce an operative system and an accessible data base that will continuously provide the decision-makers with information, policy and criteria to implement the conservation and development goals of the area.

STRATEGY FOR PROGRAM DESIGN

The work program is based on a strategy with two principal features. First, the work program is designed to eliminate all duplication of technical effort among the ongoing planning programs of Ventura County, its cities, districts, and special agencies, and other entities such as the Southern California Association of Governments. At the same time, the work program maintains the independence of appropriate policy responsibilities and decision powers of all agencies with independent missions and constituencies.

Several major separate planning programs are reflected in the Regional Planning Program, including:

- Subregional transportation study
- Air Quality Maintenance Planning (including Indirect Source Review and Land Use/Air Quality Research Programs)
- Spheres of Influence Program
- Areawide Wastewater Management Planning ("208") Program
- Allocation of Service Responsibilities Study

The recommended overall planning program, because of its comprehensive and inter-jurisdictional nature, goes beyond the mere sum of the separate requirements for each of the above functional programs. Instead, it produces a composite framework for land use planning, natural resource planning, growth management fiscal capacity evaluation, economic impact analysis, and intergovernmental decision-making. It provides a focus for dealing with such complex and sensitive issues as interjurisdictional competition for employment and nonresidential tax base, providing housing for lower income families, and various competing demands for use of Ventura County prime agricultural lands. Accordingly, the technical framework reflected in the work program deals with overriding technical needs and also with the presentation and evaluation of alternative policies underpinning most of the related programs and decisions.

A separate crucial effort is included in the work program to establish the governmental mechanisms that will permit the citizens of Ventura County and their elected officials to make reasoned policy choices and deal meaningfully with conclusions from the technical efforts.

A recognition of the extremely sensitive issues that must be dealt with after technical analysis has been completed suggests the second major programming strategy--that the technical tasks are designed and organized so that useful, economical, technical products will emerge throughout the project with increasingly more policy-oriented evaluations coming later in the planning program. This scheduling of the project is in response to a remote but troublesome concern that the cooperative planning program might have to be redirected at some point because of a lack of policy consensus among the participants. If this were to occur, a residual of useful technical products would be available even in the event of a decision by one or more jurisdictions to discontinue participation in the cooperative planning program. Thus, a series of "plateaus" will be reached at key junctures, each of which will add value, and incentives for continued participation in recognizable benefits.

For purposes of illustration, the alternative levels of comprehensiveness that could have been adopted in the planning program might be described in the following terms. The listing of the alternatives ranges from the less to the more comprehensive and, accordingly, from the easier to the much more difficult questions of public policy and intergovernmental relations. The alternatives included:

- #1 A program that responded strictly to the requirements of the Environmental Protection Agency for a local indirect sources monitoring, review and permit program.
- #2 A program that attempted to coordinate separate planning efforts technically compatible but undertaken individually and not related from a policy standpoint, dealing largely (and separately) with the requirements for a regional water quality plan, an air quality maintenance plan, a spheres of influence plan, and a continuing transportation planning process.
- #3 A program that provided for common technical input and a common policy base but with the mandated products adopted separately from the others, by the appropriate agency.
- #4 An intergovernmental comprehensive planning and growth management program that is unified throughout, including the formulation and adoption of an intergovernmental regional plan and mandated plans (although the latter might require additional ratification.)

The alternative selected for amplification in this work program is Alternative #3. This feasible alternative will be so structured that "plateaus" will be reached, as indicated above. If these "plateaus" turn out to be "mountaintops", then the more modest Alternatives #1 or #2 likely will be achieved. Moreover, Alternative #3 is designed so that there can be a transition into Alternative #4, assuming that a significant intergovernmental accord and consensus on a growth management approach can be reached.

The proposed approach to work program design permits the cooperating jurisdictions to assure themselves that they will have a useful technical product without making seemingly premature commitments to revised intergovernmental relationships for land use planning and growth management. However, the project's schedule must recognize the currently existing deadlines for submitting or revising the various functional plans that are to be supported by the Regional Planning Program.

DESCRIPTION OF PROGRAM DESIGN

In accord with the above strategy and criteria, a program design has been formulated for consideration by the Board of Supervisors and other involved agencies. It includes eight elements. These are not totally consecutive; there is occasional overlapping.

The elements include the following:

- 1 - INVENTORIES AND SURVEYS
- 2 - ISSUE IDENTIFICATION AND GOAL AND PRELIMINARY POLICY FORMULATION
- 3 - ANALYSIS
- 4 - FORMULATION OF LOCATIONAL ALTERNATIVES
- 5 - FEEDBACK PROCESS
- 6 - ASSESSMENT OF IMPACTS AND IMPLICATIONS OF ALTERNATIVES
- 7 - SELECTION AND REFINEMENT OF REGIONAL PLAN AND SPECIAL ELEMENTS
- 8 - IMPLEMENTATION

Under these elements, there are listed a total of 28 tasks and 100 sub-tasks. These task and sub-task listings provided the basis for the specific allocation of person-week loadings and for program interaction considerations.

Included in the third section of this report is a set of charts and diagrams which succinctly convey key features of the program design proposal.

ELEMENT 1 - INVENTORIES AND SURVEYS

TASK 11 - INVENTORIES OF RELATED PROGRAMS DATA

An inventory will be made of all information available in County and city departments regarding policies, plans and programs which relate to the character, rate, location, or timing of urban development, land use, transportation, environmental quality, governmental services and jurisdiction and public facilities.

Sub-Task 11.1 A survey will be made of plans and related plan implementation programs influencing the use of land and the environment. General plans, zoning ordinances and zoning maps, subdivision ordinances, and capital improvement programs will be surveyed to determine implications for future growth and development.

Sub-Task 11.2 A survey will be made of public works programs in the County as well as other single-purpose regional or County regulatory agencies and service districts. These will be identified and new policies noted, as such information is available and in useable form. New surveys relating to emerging policies or projected extension of services and public facilities will be undertaken after gaps in information are noted.

Sub-Task 11.3 TPPC and its preliminary policy will be reviewed for implications for county growth and development policies arising from transportation proposals.

Sub-Task 11.4 The Central Regional Coastal Commission will be surveyed for information which will relate primarily to natural resource values as well as to coastal development policy. Data and policy compiled by the Commission for work on the Intensity of Development Element especially will be reviewed and policies considered.

Sub-Task 11.5 The SCAG A-95 review process will have identified major growth-inducing forces because of proposed and approved projects in the region. The staff of SCAG with this function will be interviewed to determine what these anticipated forces and factors are.

Sub-Task 11.6 The many important social planning programs of the County and cities will be surveyed, including the employment, housing, health and welfare and criminal justice planning programs.

TASK 12 - GENERAL REVIEW OF MAJOR INFLUENCES AND CONSTRAINTS

Factors and influences of critical concern on growth and the development process in the County will be surveyed generally. These will include governmental, legal, economic, social, environmental, fiscal, and functional constraints and influences.

Sub-Task 12.1 The present conditions relating to governmental influences on growth and development will be documented. This will include factors relating to the making of growth and development decisions, including the extension of services and accessibility, with their prominent indirect effects.

Sub-Task 12.2 Within the social setting there are implied needs for mobility, equity, opportunity, etc., which will be identified. Additionally, influences of identifiable social and population groups, needs for low and moderate-income housing, etc., will be noted.

Sub-Task 12.3 The economic forces present in the County, including influences of land ownership patterns, employment needs, development financing institutions, development entities, and other economic factors will be presented to indicate which may be subject to change and which essentially are immutable.

Sub-Task 12.4 The physical environment and natural resources which should not be developed for reasons of hazard or resource values will be surveyed.

Sub-Task 12.5 The pervasive effects on growth and development of property taxation, as well as income taxation, will be described and the extent of influence noted.

Sub-Task 12.6 The general fiscal conditions and needs of local and county government will be identified, and a generalized assessment made of urgent fiscal problems.

Sub-Task 12.7 An initial survey of major legal influences, constraints and problems will be undertaken, to include the issues of inverse condemnation, development review, etc.

Sub-Task 12.8 A survey and review of major legislative influences will be noted, including the needs and problems related to local legislation, and the potential effects of new legislation at state and federal levels.

TASK 13 - DATA COLLECTION AND SURVEYS

Building upon the existing data base, collect and review further federal, state, county and city data which will be needed in the planning program. This should include basic existing growth data concerning land use, population, building activity, and land values. Existing data bases will be exploited wherever possible.

Sub-Task 13.1 Fill any data gaps in the Open Space, Seismic Safety and Safety Elements of the County General Plan with any additional data concerning land characteristics.

Sub-Task 13.2 Identify special County land resources which might be considered for conservation and preservation to include but not to be limited to the following: the County's coast, open spaces and scenic highways; prime agricultural land; water resources; natural habitats; and places, structures or objects of historic or archaeological significance.

Sub-Task 13.3 Identify special areas, sites or physical features, where pollution problems are known to exist or may soon be generated, including water or air pollution, and undertake studies of emissions and waste management potential.

Sub-Task 13.4 Assemble data base for public costs and revenues and for economic activity. Data sources will include the California State Employment Development Department (trends in covered employment by SIC code), the 1975 Census of Population, the State Board of Equalization (taxable retail sales), the County Assessor's computer-based assessment system, and the records of the County Tax Collector.

Sub-Task 13.5 A geographic base file that includes the existing County DIME file will be adjusted to expand capabilities to interface with other County data. The geographic base file capability will, insofar as possible, be used to relate existing files that have been assembled by the County with the ADMATCH program, the Assessor's files, and the population, employment, and land use forecasts from the various study tasks.

Sub-Task 13.6 Identify relevant data already collected to assess needs for public facilities, including transportation, public utilities, public works, community facilities and leisure facilities. Review the existing data base, as developed in the ongoing transportation planning process undertaken by SCAG with VCAG and TPPC inputs, amplify the base as needed by reviewing inputs into the existing public facilities planning process to cover additional population, employment, land use, and activity centers data, and review the status of current public facilities plans and/or public development proposals, including transportation facilities and networks.

Sub-Task 13.7 Determine remaining gaps in basic data, reflecting data in other general plan elements, ways to provide such missing data, and implications for the planning program if the data is not attainable.

TASK 14 - FORECASTS AND PROJECTIONS

This task provides the initial numerical expression of growth alternatives for Ventura County and its major political jurisdictions. Numerical forecasts will be converted, in the following

tasks, to implications for land use and commitment of natural resources.

Sub-Task 14.1 "Base" population allocations will be prepared using the County's cohort / survival, and allocation model. As an analytical device (though not as a simulation of the actual workings of Ventura County's economic system), the population forecasts will be used as a basis for estimates of export base and population serving employment.

Sub-Task 14.2 Growth projections developed by the County in previous studies will be evaluated. Growth projections made by the cities will be reviewed for information relating to allowable development under existing policies and zoning regulations.

Sub-Task 14.3 Information relating to physical growth projections in the County will be reviewed and an assessment made of the approximate scale and rate of growth and character of development to which regional planning policy must respond.

ELEMENT 2 - ISSUE IDENTIFICATION AND GOAL AND PRELIMINARY POLICY FORMULATION

TASK 21 - INVENTORY OF EXISTING POLICIES

Sub-Task 21.1 An inventory of existing goals as these have been explicitly and implicitly adopted or acknowledged in county, city or district materials, will be made.

Sub-Task 21.2 All policies included in adopted plans of the County and its constituent cities will be reviewed for implications regarding urban growth and development and its impacts.

Sub-Task 21.3 Information which already exists on VGAG Policy, developed in previous studies, will be assessed. However, contact will be made with the Managers Group, Executive Committee, and General Assembly so that acknowledgement can be achieved.

TASK 22 - IDENTIFICATION OF PRINCIPAL DEVELOPMENT AND GROWTH ISSUES

Sub-Task 22.1 Based upon the previous surveys, findings, etc. the principal planning issues will be identified, in terms of needs for their resolution. Specific problems on both a Countywide and localized basis concerning growth, environmental quality, natural resource conservation, etc. will be identified. The existing situation, implications for the future, and needs for planning policies, will be indicated for each of the following: urban growth and development; governmental jurisdiction; geographic mobility; fiscal adequacy; welfare; housing; employment; water quality; air quality; conservation of energy; conservation of prime agricultural lands; conservation of natural resources; conservation of natural habitats; recreation; preservation of places, structures or objects of historic or archaeological significance; visual form and appearance; and prevention of development activities in areas of substantial geophysical risk.

Sub-Task 22.2 A survey will indicate which planning issues are most crucial and prevalent. Included will be a documentation of issues given the most public and agency attention.

TASK 23 - FORMULATION OF GOALS

Clearly, a major need in Ventura County is some systematic means for gaining concurrence on the goals for the area. These goals can then serve as an accurate and basic point of departure for almost all of the policy formulation efforts now underway. Transportation planning goals will be a starting point.

Sub-Task 23.1 Based on a series of interviews, questionnaires, public hearings and forums a preliminary set of goals will be postulated covering each of the elements of the regional planning program.

Sub-Task 23.2 Appropriate priorities and tradeoffs which should be made among goals will be identified by involved decision-makers.

Sub-Task 23.3 A first-cut set of regional goals will be developed, but final concurrence on the operative goals will only be obtained after an indication of the policy implications of each goal is set forth in a later task. At that time, and after the feedback loop effort in Element 5, the final refinement of the goals will be secured.

TASK 24 - PRELIMINARY POLICY OPTION IDENTIFICATION AND EVALUATION

Sub-Task 24.1 Preliminary transportation policy options will relate to areas presently provided with accessibility, those which may be given transportation accessibility in the future, and those which should not be provided with accessibility.

Sub-Task 24.2 Preliminary natural resource policy options will note the extent to which development can take place in areas of documented natural resource value, including areas of agricultural importance, areas of wildlife habitat, areas of major natural visual form, etc.

Sub-Task 24.3 Preliminary natural hazard policy options will be developed relating to the growth potential of areas with moderate, significant and severe hazards. Variations in policy will be provided for development within these areas.

Sub-Task 24.4 The importance of urban development from social and economic standpoints for segments of the community will be examined and preliminary policy options most likely to respond to these needs will be identified.

Sub-Task 24.5 The crucial importance of governmental and jurisdictional policy will be addressed, and the possibility of further interjurisdictional cooperation considered. The crucial distinction between incorporated and unincorporated areas and corresponding development potential will be reflected in preliminary jurisdictional policy options.

Sub-Task 24.6 Preliminary air quality policy options, to provide an important starting point for air quality maintenance planning, will generally indicate the determinations on tolerable levels of emissions.

Sub-Task 24.7 Preliminary water quality policy options, to provide an important input for the "208" planning effort, will cover issues relating to groundwater quality, runoff, structural and nonstructural responses, etc.

Sub-Task 24.8 Based on the above policies, preliminary urbanization policy options will consider the generalized location, type, intensity and phasing of urban development.

ELEMENT 3 - ANALYSIS

TASK 31 - ENVIRONMENTAL ANALYSIS

Sub-Task 31.1 A review will be undertaken of the natural resource and environmental carrying or holding capacity of identified sub-regions of the County.

Sub-Task 31.2 A computer mapping program will convey in simple, understandable graphics the varying environmental vulnerability characteristics of County sub-regions, at an appropriate scale.

TASK 32 - ECONOMIC ANALYSIS

Sub-Task 32.1 Identify existing economic information for the County and its cities and compile additional data needed to estimate relationships between growth magnitude and location and economic improvement.

Sub-Task 32.2 An improved inter-industry input-output table will be designed specifically for the County so that the technique can be used to estimate multiplier effects of alternative population levels and land use policies. This effort will improve the existing joint UC Santa Barbara/Planning Staff input-output table, by means of local surveys. Additional sectors (including a larger number of agricultural sectors) will be included.

TASK 33 - DEVELOPMENT POTENTIAL ANALYSIS

Sub-Task 33.1 Current land to improvement ratios and other measures, will be examined. A review of local plans, policies and the proposed location of major activity centers will be reviewed for their mutual conflicts, interactions, etc., and their likely effect on development potentials. Examination will be made of the under-utilization of land, and the extent of vacant space which could absorb future growth.

Sub-Task 33.2 Existing public service capacity will be assessed, with special regard to public facilities, including water, sewer, roads, drainage, schools and public services, to determine the adequacy of such services, the potential for accommodating additional growth, and the feasibility of expanding or extending services.

TASK 34 - LAND ABSORPTION ANALYSIS

A conversion of forecasts of population and economic activity will provide the basis for consideration of alternatives in terms of commitment of Ventura County's land resources. These alternative land use allocations will provide the basis for major portions of the planning and impact assessment accomplished later in the work program.

Sub-Task 34.1 Three alternative future estimates with one variation will be prepared for each statistical area in the county. These will reflect a consideration of the unconstrained or "market" forecasts that were included in the Regional Transportation Plan, but also will respond to policy judgments about the location and staging of land uses in the county. Estimates will be expressed for 1980, 1985 and 1990. The forecasts will include separate estimates of export base employment, population serving employment, and population by age group. While a detailed economic impact evaluation is performed later, sufficient evaluation will be carried out to ensure against combinations of population and employment that are clearly infeasible without massive governmental intervention.

Sub-Task 34.2 The alternative future estimates will be converted into actual estimates of land absorption, using the findings of Tasks 31, 32 and 33 as well. The results will be an assessment of the forecasted rate at which land will be absorbed throughout the County.

ELEMENT 4 - FORMULATION OF LOCATIONAL ALTERNATIVES

TASK 41 - INCORPORATION OF NEW FINDINGS AND NEW POLICY FROM RELATED PROGRAMS

Sub-Task 41.1 The Local Agency Formation Commission Sphere of Influence Programs preliminary findings will be fully documented and preliminary information available on tentative spheres of influence will be included. The implications and findings from questionnaires and review also will be identified.

Sub-Task 41.2 Water quality planning ("208 Program") Phase IV findings will be considered at this point, including anticipated municipal and industrial treatment works construction necessary to meet the requirements of the Water Pollution Control Act within the designated planning area, planning for facilities to meet the requirements and construction priorities for treatment works, agriculturally and silviculturally related non-point sources of pollution, including runoff from manure disposal areas, and from land used for livestock and crop production, mine-related sources of pollution including new, current, and abandoned surface and underground mine runoff, construction activity-related sources of pollution, salt water intrusion into rivers, lakes and estuaries resulting from reduction of fresh water flow from irrigation, obstruction, ground water extraction, diversion, etc., disposal of residual waste generated or imported which could affect either surface or ground water quality and disposal of pollutants on land or in subsurface excavations to protect ground and surface water quality.

Sub-Task 41.3 Air Quality Maintenance Planning findings will be considered, including policies which will reduce vehicle miles traveled on intracity, intraregional, and interregional bases, circulation plan alternatives of the Ventura County Subregional Transportation Study (1974) with additional or refined options specifically addressed to the reduction of vehicle miles traveled, as well as any air quality modeling findings potentially applicable to Ventura County.

Sub-Task 41.4 Preliminary policy and locational options for conservation of prime agricultural land and maintenance of agricultural activities may have been developed at the state level, which should be examined for policy implications.

Sub-Task 41.5 Guidelines or other data released by the State Energy Resources Conservation and Development Commission may indicate directions that the County can take concerning the conservation of energy.

Sub-Task 41.6 New findings and new policies developed in the ongoing transportation planning effort, including the new policies which will have been developed at the State level will be inputted.

Sub-Task 41.7 The findings on services responsibilities arising from the Allocation of Service Responsibilities Study will be identified, and will be considered in making assessments of the feasibility of alternatives.

TASK 42 - FORMULATION OF LOCATIONAL ALTERNATIVES

Sub-Task 42.1 Based on policy inputs from related efforts, preliminary and refined policy derived from previous surveys, the goals study and other inputs, there will be formulated three basic alternative locational plans for the future, at the County scale, to include the following major variables:

- Land Use and Growth
- Transportation
- Physical Environmental Quality
- Public Facilities
- Natural Resources
- Economic Development
- Public Health and Safety
- Governmental Jurisdiction
- Agriculture
- Housing
- Recreation
- Energy

Sub-Task 42.2 Consideration of the alternatives should ensure that there is an amalgamation of mutually compatible policies in the three locational alternatives.

TASK 43 - ALTERNATIVE PUBLIC FACILITIES PLANS

This element will serve to define areas of responsibility and provide a basis for estimating the costs of providing public services. It is intended to relate to the LAFC study, but will provide basic input to the program.

Sub-Task 43.1 Alternative public facilities plans in the County will be prepared, based on the alternative plans and forecasts and on policy guidelines developed as part of the sphere of influence evaluation.

Sub-Task 43.2 A public facilities plan at the County scale will be prepared for each of the three alternatives. The plan will include a program for facilities that would be required to provide adequate services, given land use and other assumptions.

ELEMENT 5 - FEEDBACK PROCESS

TASK 51 - UPDATING AND REFINING OF DATA BASE

Sub-Task 51.1 Determine new needs for additional information arising from the development of alternatives in Element 4, and from findings and policies from the related special planning programs.

Sub-Task 51.2 Undertake the additional data collectionsurveys indicated by the reconnaissance in 51.1.

TASK 52 - REVIEW OF ALTERNATIVES BASED ON NEW DATA AND POLICY NEED IMPLICATIONS

New needs for additional information will have been dictated by the alternatives formulated in Element 4, as well as by findings and policies from related special planning program studies. Hence, Task 52 will allow for an iteration of surveys, analyses and general policies to ensure that the information and previous findings and policies remain comprehensive, and up-to-date.

Sub-Task 52.1 The alternatives will be reviewed so that new information requirements can be discerned, and such further surveys will be undertaken.

Sub-Task 52.2 This subtask will attempt to verify that each of the alternative futures can in fact be realized given existing market forces and governmental programs and powers. If necessary, the policies and alternative futures will be revised based on further detailed evaluations.

TASK 53 - REVISION OF GOALS, AND ALTERNATIVES

Sub-Task 53.1 Based on the new data and findings, modifications will be made in the Regional Planning Goals Statement (Task 23).

Sub-Task 53.2 Based on the new data and findings, modifications will be made in the Regional Planning proposals (Task 42).

ELEMENT 6 - ASSESSMENT OF IMPACTS AND IMPLICATIONS OF ALTERNATIVES

TASK 61 - ENSURE ADEQUACY OF DATA

Sub-Task 61.1 Impact estimating indicators (e.g., change in level of pollutants, degree of endangerment, fiscal flows, time-distance costs of travel, etc.) will be considered and be supplied for the environmental, economic, fiscal, and social impacts that will be included in the evaluation. These relationships will be specific to all of the major political jurisdictions in the county.

Sub-Task 61.2 Inputting of additional specialized impact surveys from the feedback process will be completed, so that there will be a comprehensive data base from which to assess impacts.

Sub-Task 61.3 The collection and compilation of additional data needed to make judgments relating to growth and development impacts will then involve consideration of the accuracy and responsiveness of previously developed information. This task will confirm in detail the feasibility in an environmental, economic, functional, and social sense of achieving the alternatives.

TASK 62 - ASSESSMENT OF IMPACTS

The following forms of impact will have been considered throughout the program, and particularly in Element 4, but will be used in an impact assessment mode in Element 6 to more specifically assess impacts.

Sub-Task 62.1 The environmental quality impacts will be assessed using as indicators the effects on air quality, water quality, noise, visual effects, natural habitats, and natural resources.

Sub-Task 62.2 The functional impacts will be assessed using community patterns, housing adequacy, community identity and cohesiveness, circulation, and feasibility of provision of services and facilities.

Sub-Task 62.3 The economic and social impacts will be assessed using such indicators as estimates of employment by wage level and skill requirements, the probable future of agriculture for Ventura County, estimates of value added and gross economic activity, and the housing market, together with an evaluation of the "match" between employment provided in the County and housing supply.

Sub-Task 62.4 Fiscal impacts will be assessed using alternative cost and revenue estimates, made for the three fiscal years for which mid-point population and employment forecasts will have been produced and will be made separately for each of the major political jurisdictions in Ventura County.

TASK 63 – IDENTIFICATION OF REQUIREMENTS FOR IMPLEMENTATION OF ALTERNATIVES

Sub-Task 63.1 Each alternative plan will be assessed for the most likely means for its effective and equitable implementation, including consideration of necessary regulatory and acquisition powers, funding potential, organization and management of the planning and planning implementation effort, and tax implications.

Sub-Task 63.2 The specific implications of each of the attendant mixes of implementation means will be assessed, including specific determinations of the redistribution of powers among levels of government, any redistribution of financial burdens, and the operational and management consequences of the regional plan implementation scheme.

TASK 64 – DISPLAY OF RELATIVE IMPACTS

Sub-Task 64.1 The previous impacts and implications will be compiled and presented in a display matrix for ease of comprehension and assessment.

Sub-Task 64.2 A generalized weighting by appropriate agencies of impact criteria will be proposed for consideration, and, if considered helpful, the alternatives will be given corresponding weighting according to the weights and the respective impacts.

Sub-Task 64.3 A multi-media presentation will be prepared to assure a succinct, persuasive means for communicating results to citizens and officials.

ELEMENT 7 – SELECTION AND REFINEMENT OF REGIONAL PLAN AND SPECIAL ELEMENTS

TASK 71 – SELECTION AND REFINEMENT OF REGIONAL PLAN

Sub-Task 71.1 Impacts and implications will be reviewed and a selection made among alternatives, with full public and agency review of alternatives.

Sub-Task 71.2 The alternative selected by the appropriate body will be fully amplified in a suitable idiom. Additionally, the full implications for each involved agency and jurisdiction will be indicated in summary form, so that the entity may relate the regional planning policy to its local policy.

Sub-Task 71.3 The following will be included in the final planning product: a long-range comprehensive regional development and conservation plan; a 5-year development and conservation plan and program, with a related capital improvement program; the following more specific functional elements: air quality, water quality, natural resources and open space, agriculture, transportation, governmental jurisdiction, solid waste management and parks and recreation, with full implementation components for each.

TASK 72 – REFINEMENT OF SPECIAL REGIONAL PLANNING ELEMENTS

Sub-Task 72.1 An urbanization/growth policy component will be devised, which, using the compiled impact criteria and data, will specify the location, timing and intensity of urbanization, and will include a mechanism, probably involving sub-county decision-making by which such a growth policy may be implemented.

Sub-Task 72.2 Based on an assessment of needs and feedback modifications, a public facilities network will be developed, after detailed assessment of implications, including economic implications, including noise, and air and water quality, fiscal implications relating to secondary impacts on services – schools, police and fire protection etc., socio-economic mix and living and working pattern choices.

Sub-Task 72.3 The regulatory program for water quality, under Section 208, will include an element that provides waste treatment management on an areawide basis and identification, evaluation and control or treatment of all point and non-point sources of pollution, including in-place or accumulated pollution sources, regulation of the location, modification, and construction of any facilities which may result in any discharge, including regulation of any future increase in waste loads and sources; and control of any industrial or commercial waste discharged into any publicly owned treatment works with applicable pretreatment requirements

established in the plan. This effort, formulated under the 208 Program, will be amplified as necessary in this program, especially as it calls for indirect, land use-related controls.

Sub-Task 72.4 An Air Quality Maintenance Element of the regional plan will focus on regional growth distribution, open space, transportation planning, the location of major stationary sources, and the location of major indirect sources. Evaluation of the regional plan for compatibility with future air quality maintenance will have involved projection of emissions associated with different land uses and atmospheric dispersion modeling of these projected emissions to estimate ambient air quality. (The current state-of-the-art for projection and modeling procedures may not be sufficiently advanced to permit accurate determination of the relationship between land use and air quality in most cases in the County. As modeling and the results of the related studies are made clearer, this element will be detailed and a decision on modeling made.)

Sub-Task 72.5 A "sphere of influence" plan, or plan for governmental jurisdiction, will be formulated, specifying the likely ultimate physical boundaries, phasing lines, and service areas of all governmental agencies in the County by 1990. An adjunct to this plan will be a related study coordinating the final sphere indications with the supporting public services, open space and transportation analyses and policies.

ELEMENT 8 - IMPLEMENTATION

TASK 81 - GENERAL ASSESSMENT OF IMPLEMENTATION APPROACHES

Sub-Task 81.1 Indications of needed interagency coordination will be made to describe a planning process which fosters cooperation, continuity and monitoring of progress, and indicates need for desirable change.

Sub-Task 81.2 Needed powers will be specified essential to implementing policy, including regulation (i. e., zoning, growth management, county sector controls, etc.), acquisition (i. e., development interests, fee and less, etc.), taxation (i. e., redistributive techniques to equalize incentives for new property tax base), etc.

Sub-Task 81.3 A post-audit will be made of the efficacy of the management system used in formulation of growth and development policy, and formulation of new governmental, intergovernmental and program management responses will be made.

Sub-Task 81.4 A review of legal issues which may have arisen in the course of the prior work will be made, and additional legal and legislative research given to such issues.

TASK 82 - SPECIFIC REGULATORY PROGRAM

Sub-Task 82.1 A regulatory policy will be devised for the County and cities which will cover the specific needs dictated by the regional plan. This will include a method for implementing the growth policy, relating to special county sub-sector controls administered locally, new forms of zoning controls, including impact zoning, new forms of density controls, and possible interim use of Environmental impact procedures.

Sub-Task 82.2 An interjurisdictional regulatory system will be devised to identify areas of conflict, or gaps in the regulation of country and city lands. This will involve the questions of regulatory tradeoffs, extraterritorial review, consistency of administrative procedures, and the indirect inducements caused by variable development standards.

Sub-Task 82.3 A land capability ordinance, addressing developability of a site with specific respect to the site's natural resources and constraints, will be formulated including the issues of transportation, sources of water and pollution.

TASK 83 - IMPROVEMENT AND FINANCING METHODS

Sub-Task 83.1 Indication of needed funding and financing methods will assess implications for implementation of the plan, including taxation, special assessments, bonding capacity, etc.

Sub-Task 83.2 This sub-task will seek to assess more specifically the scale of capital and operating requirements for development of proposed networks of public facilities. This will involve a financing plan that designates, at a minimum, the "drawdown" schedule for major state and federal grant programs throughout the County (e. g., the PL 660 water and sewer program, state and federal highway funding programs, etc.).

TASK 84 - OTHER SPECIAL IMPLEMENTATION NEEDS

Sub-Task 84.1 A modified development review process modifying the EIR process will be prepared. This will respond to the acknowledged need for a more expeditious development review process, and will reduce costs to the public, landowner and developer. It will be predicated on maintenance of a data base, and use of accepted impact criteria and indicators.

Sub-Task 84.2 Conservation of prime agricultural lands and open space and natural resources areas are of overriding importance. Hence the options in addition to Williamson Act and fee acquisition will be considered, such as transfer of development rights and less-than-fee acquisition.

Sub-Task 84.3 Major proposals concerning energy conservation and development standards are forthcoming soon from the State Energy Resources Conservation and Development Commission. These standards must be adopted by local California jurisdictions by one year after State acceptance and such standards will be incorporated.

Sub-Task 84.4 Relationships with other agencies, and the administration of higher level controls at the local levels will constitute an important effort. This could involve the coastal commission, energy commission, a possible state agricultural commission, etc.

Sub-Task 84.5 A study of proposed model approaches to regulation will be undertaken, setting forth model procedures, ordinance language, use classifications, etc. which may provide guidance for all levels of government and will assist in achieving coordination.

Sub-Task 84.6 Indirect source review procedures will be established. New or modified sources that will be reviewed for approval under this will include, but are not limited to: highways and roads; parking facilities; retail, commercial, and industrial facilities; recreation, amusement, sports, and entertainment facilities; airports; office and government buildings; apartment and condominium buildings; and education facilities. Because of the uncertainties regarding the applicability, commencement and inter-jurisdictional relationships, a new legal review will be made. The review procedure will be limited to developments above certain sizes, which thresholds will be specified in terms of daily traffic volumes for highways, annual aircraft operations for airports, and number of parking spaces for most other facilities. Indirect sources smaller than the threshold sizes will be evaluated and controlled as part of overall growth maintenance strategies. The indirect source review procedures will apply only to the automobile-related pollutants. The review occasionally will result in limitation on the size of the facility or on its location. Emission reductions will be achieved through disapproval of deficient initial development plans, or by requiring that modifications be made to the internal or access traffic handling facilities to improve projected traffic flow. (NOTE: In the event of a requirement for having the indirect source review procedure operational prior to Sub-Task 84.6 completion, an interim procedure will be formulated based on generalized criteria, predicated on prior surveys and analyses, and preliminary policy option identification and evaluation.)

MANAGEMENT AND IMPLICATIONS OF PROGRAM

RELATIONSHIP TO SPECIAL PLANNING PROGRAMS

Most tasks relating to each of the special planning programs previously noted are included in the above listing of tasks in the Regional Planning Program. However, specialized surveys and proposals are not included (e. g., engineering specification of urban stormwater systems, including design requirements and flow retardation and storage structures, in the "208" program; determinations of which specific jurisdictions provide a similar service in the same area in the Optimum Public Services Study; specifications of freeway and transit facilities design in the Subregional Transportation Study; and detailed air quality modeling (at least at the outset) for the Indirect Source Review Study).

To assist in identifying the tasks pertinent to both the regional planning and special planning programs, Diagram 1 presents each of the phases, tasks and sub-tasks, and the applicability of each of these to the special planning programs now, or soon to be, underway.

It is clear from this diagram, and from the findings on the respective work programs, that were the programs to proceed independently, or even in a loosely coordinated manner, that the programs would be tremendously wasteful, potentially and probably conflicting, competitive for limited funding, and likely would give rise to a later need, or even a demand, from the mandating or funding agencies (e. g., EPA, ARB, State Water Board, DOT, or OPR) to then proceed somehow to amalgamate or relate them.

STUDY SCHEDULING, INTERACTIONS, AND PROCEDURES

Diagram 2 conveys in flow chart form the major scheduling and interactions of each of the proposed tasks. In order to work in tandem with the related programs, thereby assuring close coordination, to assure full public exposure and involvement, and to complete in an effective manner the work that is required to be completed, it has been determined that the Regional Planning Program will require 30 months for completion.

Diagram 3 conveys the duration of the tasks, as well as the anticipated inputs in person-weeks by staff and consultants, the production of reports and memoranda, and the indication of public input and decision junctures.

DIAGRAM 1

REGIONAL PLANNING PROGRAM:
INPUTS TO RELATED PROGRAMS

	Regional Planning Program	Sub-Regional Transportation Study (VCAG)	Sphere of Influence Study (LAFCO)	Indirect Source Review Program (County)	Areawide Wastewater Management Program (Regional Sanitation District)	Optimum Service Jurisdiction Study ("701")	City Planning Programs
<u>ELEMENT 1 - INVENTORIES AND SURVEYS</u>							
TASK 11 - INVENTORIES OF RELATED PROGRAMS DATA	X	X	X	X	X	X	X
TASK 12 - GENERAL REVIEW OF MAJOR INFLUENCES AND CONSTRAINTS	X	X	X				X
TASK 13 - DATA COLLECTION AND SURVEYS	X	X	X	X	X	X	X
TASK 14 - FORECASTS AND PROJECTIONS	X	X	X	X	X		X
<u>ELEMENT 2 - ISSUE IDENTIFICATION AND GOAL AND PRELIMINARY POLICY FORMULATION</u>							
TASK 21 - IDENTIFICATION OF PRINCIPAL DEVELOPMENT AND GROWTH ISSUES AND PROBLEMS	X	X	X	X	X	X	
TASK 22 - INVENTORY OF EXISTING GOALS AND POLICIES	X	X	X	X	X		X
TASK 23 - FORMULATION OF GOALS	X	X	X		X		
TASK 24 - PRELIMINARY POLICY OPTION IDENTIFICATION AND EVALUATION	X	X	X		X		

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<u>ELEMENT 1 - INVENTORIES AND SURVEYS</u>							
TASK 11 - INVENTORIES OF RELATED PROGRAMS DATA	X	X	X	X	X	X	X
TASK 12 - GENERAL REVIEW OF MAJOR INFLUENCES AND CONSTRAINTS	X	X	X				X
TASK 13 - DATA COLLECTION AND SURVEYS	X	X	X	X	X	X	X
TASK 14 - FORECASTS AND PROJECTIONS	X	X	X	X	X		X
<u>ELEMENT 2 - ISSUE IDENTIFICATION AND GOAL AND PRELIMINARY POLICY FORMULATION</u>							
TASK 21 - IDENTIFICATION OF PRINCIPAL DEVELOPMENT AND GROWTH ISSUES AND PROBLEMS	X	X	X	X	X	X	
TASK 22 - INVENTORY OF EXISTING GOALS AND POLICIES	X	X	X	X	X		X
TASK 23 - FORMULATION OF GOALS	X	X	X		X		
TASK 24 - PRELIMINARY POLICY OPTION IDENTIFICATION AND EVALUATION	X	X	X		X		

	City Planning Programs	Optimum Service Jurisdiction Study ("701")	Areawide Wastewater Management Program (Regional Sanitation District)	Indirect Source Review Program (County)	Sphere of Influence Study (LAFCO)	Sub-Regional Transportation Study (VCAG)	Regional Planning Program
<u>ELEMENT 3 - ANALYSIS</u>							
TASK 31 - ENVIRONMENTAL ANALYSIS	X		X	X	X	X	X
TASK 32 - ECONOMIC ANALYSIS	X				X	X	X
TASK 33 - DEVELOPMENT POTENTIAL ANALYSIS	X		X	X	X	X	X
TASK 34 - LAND ABSORPTION ANALYSIS	X		X	X	X	X	X
<u>ELEMENT 4 - FORMULATION OF LOCATIONAL ALTERNATIVES</u>							
TASK 41 - INCORPORATION OF NEW FINDINGS AND NEW POLICY FROM RELATED PROGRAMS	X	X	X	X	X	X	X
TASK 42 - FORMULATION OF LOCATIONAL ALTERNATIVES	X		X	X	X	X	X
TASK 43 - ALTERNATIVE PUBLIC FACILITIES PLANS	X		X		X	X	X
<u>ELEMENT 5 - FEEDBACK PROCESS</u>							
TASK 51 - UPDATING AND REFINING OF DATA BASE	X						
TASK 52 - REVIEW OF ALTERNATIVES BASED ON NEW DATA AND POLICY NEED IMPLICATIONS	X						

City Planning Programs	Optimum Service Jurisdiction Study ("701")	Areawide Wastewater Management Program (Regional Sanitation District)	Indirect Source Review (County)	Sphere of Influence Study (LAFCO)	Sub-Regional Transportation Study (VCAG)	Regional Planning Program	
TASK 53 - REVISION OF GOALS AND POLICIES						X	
<u>ELEMENT 6 - ASSESSMENT OF IMPACTS AND IMPLICATIONS OF ALTERNATIVES</u>							
TASK 61 - REVIEW ADEQUACY OF DATA						X	
TASK 62 - ASSESSMENT OF IMPACTS		X	X	X	X	X	
TASK 63 - IDENTIFICATION OF REQUIREMENTS FOR IMPLEMENTATION OF ALTERNATIVES		X				X	X
TASK 64 - DISPLAY OF RELATIVE IMPACTS			X	X	X	X	X
<u>ELEMENT 7 - SELECTION AND REFINEMENT OF REGIONAL PLAN AND SPECIAL ELEMENTS</u>							
TASK 71 - SELECTION AND REFINEMENT OF REGIONAL PLAN		X	X	X	X	X	X
TASK 72 - REFINEMENT OF SPECIAL REGIONAL PLANNING ELEMENTS		X	X	X	X	X	X

City Planning Programs							
Optimum Service Jurisdiction Study ("701")							
Areawide Wastewater Management Program (Regional Sanitation District)							
Indirect Source Review (County)							
Sphere of Influence Study (LAFCO)							
Sub-Regional Transportation Study (VCAG)							
Regional Planning Program							
TASK 81 - GENERAL ASSESSMENT OF IMPLEMENTATION APPROACHES	X	X	X	X	X	X	X
TASK 82 - SPECIFIC REGULATORY PROGRAM	X		X	X	X		X
TASK 83 - IMPROVEMENT AND FINANCING METHODS	X	X	X		X	X	X
TASK 84 - OTHER SPECIAL IMPLEMENTATION NEEDS	X	X	X	X	X	X	X

ELEMENT 8 - IMPLEMENTATION

Diagram 2 Regional Planning Program

work tasks scheduling
and interactions

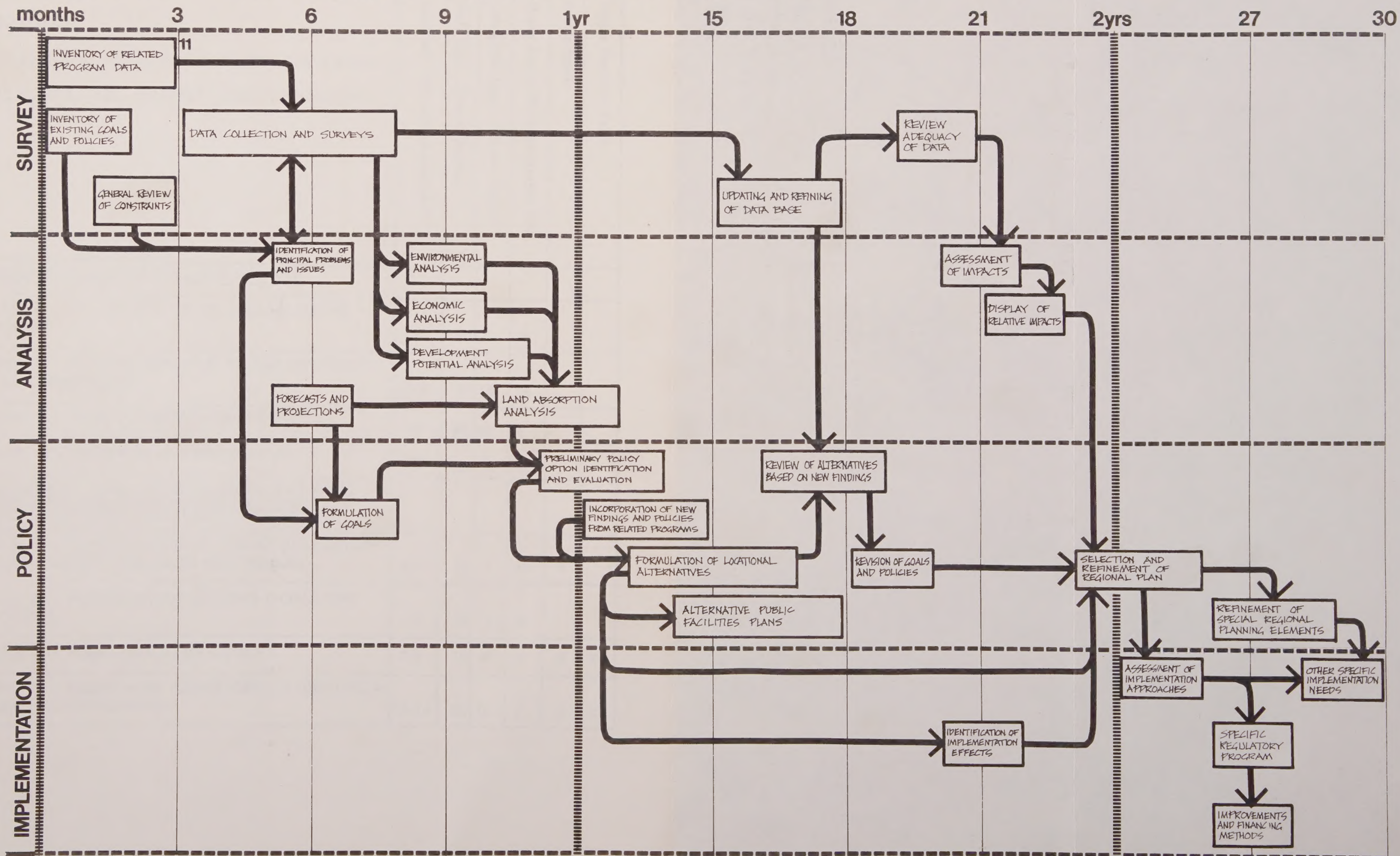


DIAGRAM 3

REGIONAL PLANNING PROGRAM TASKS:
SCHEDULING, EFFORT AND PRODUCTS

	Duration: Start-Finish (Month #)	Staff Input (Person-Weeks)	Consultant Input (Person-Weeks)	Major Report (R)/Memorandum (M)	Public Input	Major Decision-Point
<u>ELEMENT 1 - INVENTORIES AND SURVEYS</u>						
TASK 11 - INVENTORIES OF RELATED PROGRAMS DATA	1-3	30	7	M		
TASK 12 - GENERAL REVIEW OF MAJOR INFLUENCES AND CONSTRAINTS	2-3	20	16	M		
TASK 13 - DATA COLLECTION AND SURVEYS	4-8	80	15	R		
TASK 14 - FORECASTS AND PROJECTIONS	6-7	16	5	M		
<u>ELEMENT 2 - ISSUES IDENTIFICATION AND GOAL AND PRELIMINARY POLICY FORMULATION</u>						
TASK 21 - IDENTIFICATION OF PRINCIPAL DEVELOPMENT AND GROWTH ISSUES AND PROBLEMS	6-7	15	5	M	X	
TASK 22 - INVENTORY OF EXISTING GOALS AND POLICIES	1-2	15	4	M		
TASK 23 - FORMULATION OF GOALS	7-8	12	8	R	X	X
TASK 24 - PRELIMINARY POLICY OPTION IDENTIFICATION AND EVALUATION	12-14	25	15	R	X	X

	Major Decision Point	Public Input	Major Report (R)/Memorandum (M)	Consultant Input (Person-Weeks)	Staff Input (Person-Weeks)	Duration: Start-Finish (Month #)
<u>ELEMENT 3 - ANALYSIS</u>						
TASK 31 - ENVIRONMENTAL ANALYSIS			M	15	20	9-10
TASK 32 - ECONOMIC ANALYSIS			M	6	6	9-10
TASK 33 - DEVELOPMENT POTENTIAL ANALYSIS			M	20	50	9-11
TASK 34 - LAND ABSORPTION ANALYSIS			R	6	30	11-13
<u>ELEMENT 4 - FORMULATION OF LOCATIONAL ALTERNATIVES</u>						
TASK 41 - INCORPORATION OF NEW FINDINGS AND NEW POLICY FROM RELATED PROGRAMS			M	5	18	13-15
TASK 42 - FORMULATION OF LOCATIONAL ALTERNATIVES	X		R	25	15	14-17
TASK 43 - ALTERNATIVE PUBLIC FACILITIES PLANS			M	10	40	15-18
<u>ELEMENT 5 - FEEDBACK PROCESS</u>						
TASK 51 - UPDATING AND REFINING OF DATA BASE			M	2	10	16-18
TASK 52 - REVIEW OF ALTERNATIVES BASED ON NEW DATA AND POLICY NEED IMPLICATIONS			M	5	8	17-19
TASK 53 - REVISION OF GOALS AND POLICIES	X	X	M	4	15	19-20

	Major Decision Point	Public Input	Major Report (R)/Memorandum (M)	Consultant Input (Person-Weeks)	Staff Input (Person-Weeks)	Duration: Start-Finish (Month #)
<u>ELEMENT 6 - ASSESSMENT OF IMPACTS AND IMPLICATIONS OF ALTERNATIVES</u>						
TASK 61 - REVIEW ADEQUACY OF DATA			M	12	10	20-21
TASK 62 - ASSESSMENT OF IMPACTS			M	80	30	21-22
TASK 63 - IDENTIFICATION OF IMPLICATIONS FOR IMPLEMENTATION OF ALTERNATIVES			M	15	10	21-22
TASK 64 - DISPLAY OF RELATIVE IMPACTS		X	R	20	5	22-23
<u>ELEMENT 7 - SELECTION AND REFINEMENT OF REGIONAL PLAN AND SPECIAL ELEMENTS</u>						
TASK 71 - SELECTION AND REFINEMENT OF REGIONAL PLAN		X	R	30	30	24-26
TASK 72 - REFINEMENT OF SPECIAL REGIONAL PLANNING ELEMENTS			R	15	30	27-29
<u>ELEMENT 8 - IMPLEMENTATION</u>						
TASK 81 - GENERAL ASSESSMENT OF IMPLEMENTATION APPROACHES			M	10	10	25-26

Major Decision Point						
Public Input						
Major Report (R)/Memorandum (M)						
Consultant Input (Person-Weeks)						
Staff Input (Person-Weeks)						
Duration: Start-Finish (Month #)						
TASK 82 - SPECIFIC REGULATORY PROGRAMS	27-28	20	15	R	X	X
TASK 83 - IMPROVEMENT AND FINANCING METHODS	27-28	15	8	R	X	X
TASK 84 - OTHER SPECIAL IMPLEMENTATION NEEDS	29-30	35	12	R	X	X

MANAGING THE PLANNING PROGRAM

The overall planning program should be the focused responsibility of a full-time project manager, plus full and part-time staff. This effort could be amplified by a larger technical task force made up of county, city, and district staff members, with selected use of outside consultants. It is recommended that a separate project staff not be hired for the program but that, instead, individuals be assigned to the program from existing city, county, and district departmental staffs. This will ensure principal technical input from staff members who later will be responsible for the results of the planning program and are generally familiar with the issues involved. If staff augmentations are necessary, then they should take place in the existing line departments so that continuing key staff members can be assigned to the Regional Planning Program.

Consultant input is recommended in the staffing plan for the work program only where adequate technical resources cannot be made available from existing agency staff, where such staff is fully committed to other ongoing projects, and where added technical staff would be redundant after completion of the planning program. Where the use of consultants is recommended, specific effort must be devoted to developing sufficient inhouse capability to maintain the planning and data base and to carry out action programs without necessarily involving outside consultants at a later time.

The recommendation for a "task force" approach, with a Steering Committee and Project Manager was made carefully after a review of a full range of management alternatives. It was concluded that no existing agency had the combination of intergovernmental representation and management experience to carry out the work program.

Comprehensive and politically realistic policy direction must be given this technical task force -- and on a continuing basis. The policy body must include representation not only from the county and the nine cities in Ventura County, but from the special districts that are deeply involved in the planning program. This policy committee would be responsible for providing direction to the Project Manager and for monitoring overall progress toward study objectives. It also would provide the policy level point of contact with the County, the cooperating cities, and the special districts that are contributing to the program.

The consultants believe that each of the following alternatives have some points in their favor:

- 1) VCAG Executive Committee serving as the Policy Committee
- 2) An ad hoc committee from the cooperating agencies
- 3) The Local Agency Formation Commission
- 4) An ad hoc Steering Committee acting with the advice and concurrence of VCAG

On balance, the fourth alternative is recommended.

The recommended composition for the Steering Committee is:

<u>Membership</u>	<u>Appointed By</u>
3 County Supervisors	Ventura County Board of Supervisors
3 City Council Members	Ventura County Association of Governments
1 Public Member	Elected Members of the Steering Committee

Because of the important continuing regional role of the Ventura County Association of Governments and the broad representation of that entity, it is recommended that the Executive Committee of VCAG have an active, advisory and explicit responsibility to report to, and consult with VCAG and to receive its concurrence before making policy decisions regarding the ongoing execution of the Work Program.

Hence, the representation from the Board of Supervisors on the Steering Committee should include the supervisorial representative and alternate to VCAG, and one of the two supervisorial representatives to the Local Agency Formation Commission. Similarly, the three council-persons on the Steering Committee should also be on the VCAG Executive Committee. In this way, constant feedback will be provided to the executive committee, and a new regional force in contraposition to VCAG will not be created.

The technical staff should include representation from the major involved staffs from the related programs, including the Local Agency Formation Commission, the Regional Sanitation District, the Ventura County Association of Governments, and the Air Pollution Control District.

Because of the specialized character of many of the aspects of the regional planning program, and to assure greater interagency coordination, it is proposed that there be several technical advisory sub-committees, to consider special area studies. These could include the following:

<u>Technical Advisory Sub-Committee</u>	<u>Membership</u>
Planning TAC	Planning Department, CCPA, SCAG
Air Quality TAC	APCD, VCAG Complex Sources Committee

Water Quality TAC	Regional Sanitation District, Environmental Resource Agency, Regional Water Quality Control Board
Natural Resource TAC	Environmental Resource Agency, Regional Coastal Commission, Environmental Coalition
Fiscal TAC	Finance Directors, City Managers
Socio-Economic TAC	VCEDA, Labor Groups, Building Industry, Chambers of Commerce
Transportation TAC	VCAG TPPC and TTC Committees, Public Works, Caltrans
Governmental Jurisdiction TAC	LAFC, SIGPC, City Managers

STUDY PRODUCTS

A variety of useful products will emanate from the program at dispersed points. The following is a listing of these products.

Comprehensive Survey of Planning Data

Input-output Table

Fiscal Simulator/Budget Estimator

Comprehensive Goals Statement

Policy Options and Evaluation Report

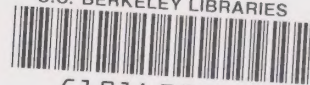
Master Environmental/Economic Impact Assessment

County-wide Regional Plan

Special Regional Plan Elements

Models for Implementation

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